

DDC Director of Command Support Services Receives the DLA Meritorious Civilian Service Award

By Stacy L. Umstead, DDC Command Affairs Office



Ms. Phyllis C. Campbell, SES, DDC Deputy Commander pins the Defense Meritorious Civilian Service Award on Ms. Merlene Dubose, Director, Command Support Services, DDC. Ms. Claudia “Scottie” Knott, SES, Executive Director, Acquisition, Technology, and Supply Directorate, DLA, looks on.

On March 3, 2003, Ms. Merlene Dubose, Director, Command Support Services, Defense Distribution Center (DDC) was presented with the Defense Logistics Agency (DLA) Meritorious Civilian Service Award by Ms. Claudia “Scottie” Knott, SES, Executive Director, Acquisition, Technical, and Supply Directorate, DLA and by Ms. Phyllis C. Campbell, SES, Deputy Commander, Defense Distribution Center.

Ms. Dubose, who has served as the Chief, Procurement Office at the DDC since July 1999, has transformed contracting operations and substantially improved the efficiency and effectiveness of contracting support throughout the DDC. This transformation has been accomplished while the contracting mission has expanded and the resources devoted to procurement operations have been reduced significantly. Ms. Dubose’s performance has been nothing less than outstanding throughout this entire period. She has kept her staff motivated throughout this turbulent period. She has truly distinguished herself through her exemplary accomplishments and has been singled out by the DLA Performance Management Review (PMR) Team as having the “Best Overall” Procurement Office within DLA.

Under Ms. Dubose’s leadership, and with her superb management skills and knowledge of contracting, the DDC Procurement Office has substantially improved its performance during the last four years in every area reviewed by the PMR Team. Prior to Ms. Dubose’s appointment as Chief of the Procurement Office, the DDC had two procurement offices, located in New Cumberland, Pennsylvania and Tracy, California each with a staff of approximately 30 employees. Most supplies and services were purchased using manual purchase orders. Several of the DDC Depots relied on their host activity

(Army, Navy, and Air Force) to purchase much of their daily operating requirements, such as boxes, packaging materials, and stretch wrap. Several individuals in each of the procurement offices were devoted to post-award administration and most of their time was spent chasing late payments for contractors. The procurement operations were in dire need of re-engineering.

Ms. Dubose was able to combine the two procurement offices into one at New Cumberland and reduce the staff from 62 employees at the time she assumed her duties as Chief of the Procurement Office to 22 in 2003. Ms. Dubose accomplished this by consolidating all the purchases made by host activities into the DDC Procurement Office and by using more efficient means for making the buys. She increased the use of Government Purchase Cards (10 cardholders when she became responsible for the program obligating \$13,962 a year to 268 cardholders in FY 2003 obligating over \$28,000,000 a year), placing the cards into the hands of depot personnel who actually process the request for supplies thereby eliminating most of the repetitive, manual purchase orders. She also awarded long-term contracts for routine supplies and packing materials, thereby leveraging the DDC’s buying power and getting better prices and improved delivery. This allowed the depot personnel to process requirements through the Base Operating Supply System (BOSS) which are filled from the long-term contracts. These two initiatives have dramatically streamlined operations and allowed improved customer support throughout the DDC. In addition, BOSS eliminated the need for several positions within the depots for people who spent much of their time purchasing the same items repetitively throughout the year.

Another transformation within the DDC that has had a major impact on the procurement office is the A-76 program. The Defense Supply Center Columbus (DSCC) performs the initial solicitation and award, but then post award administration is transferred to the DDC Procurement Office. To date, six depots have been contracted out to commercial activities. This has expanded the mission of the Procurement Office. Four Contract Specialists are devoted to administering these contracts. Ms. Dubose has demonstrated extremely good judgment in highly-qualified individuals for the positions. In addition, she has demonstrated superior devotion to duty by serving as the Contracting Officer over these individuals, approving and signing all documents associated with the A-76 contracts requiring a Contracting Officer’s signature. As a result of her foresight, leadership, management skills, and devotion to duty, the contract administration support to the A-76 program has been excellent.

During the four years that she has been the Chief of the Procurement Office, Ms. Dubose has been widely respected by